FROM THE PRESIDENT

Hal Donaldson
President | Convoy of Hope

A QUESTION I’VE NEVER BEEN ASKED

If you asked me about a time I was surprised, I’d probably share about the time my daughters took me to a St. Louis Blues game for Father’s Day. Over some pizza, they gave me six tickets for that evening’s game wrapped in a Blues T-shirt. I donned my new garb, and we cheered from the nosebleeds — it was a Father’s Day I won’t forget.

I’ve been interviewed a lot through the years, and I tend to anticipate most of the questions I get asked. But one recent interview with our Hope Quarterly Editorial Board really surprised me. It was a question I’d never been asked before: “If you could say one thing to every person Convoy of Hope serves, both in the U.S. and around the world, what would it be?”

I won’t spoil the interview (see page 13), but I do want to say the heart that has carried Convoy of Hope through the last 25 years is the same heart we need for the next 25. We need the same perseverance, passion, faith, and commitment to the mission that have characterized these last two and a half decades. I believe more than ever that the best is yet to come if we will only remain steadfast in our driving passion to feed the world.

I also want to take this opportunity in our Annual Report — our cornerstone publication of the year — to thank you for being a part of this mission. We would not be where we are now, or dreaming about the future, without your partnership.

So, on behalf of myself and the entire Convoy of Hope family, God bless you.
CONVOY OF HOPE
RECOGNIZED BY GOVERNOR
AS NONPROFIT OF THE YEAR

In October 2019, Puerto Rico Governor Wanda Vazquez awarded Hal Donaldson and Convoy of Hope with the Governor’s Volunteerism Award for Nonprofit Organization of the Year.

A tweet posted by Héctor Albertorio, an advisor to the Governor of Puerto Rico, said, “Their [Convoy of Hope’s] love and commitment to PR is remarkable. May God continue to bless their works.”

Since catastrophic Hurricane Maria struck the island in 2017, Convoy of Hope has sent hundreds of volunteers to aid those who lost their homes.

“We love our local partners, who have a heart to serve their people,” said Becca Meeks, Convoy of Hope’s Field Teams Coordinator. “Without them, we would not have been able to bring hope to so many.”

Convoy of Hope’s work in Puerto Rico is projected to extend for years to come.

25 - YEAR DONORS HONORED

We want to thank those who have been dedicated, long-lasting donors to Convoy of Hope and given faithfully — every year — for the last 25 years. You have helped change the lives of 130 million people and counting. Thank you!

MORE GOING,
MORE SERVING,
DEEPER PARTNERSHIPS

Field Teams — which give churches, universities, and other groups an opportunity to serve people through Convoy of Hope — has seen rapid growth in recent years.

“I’m grateful for a growing army of compassion that included more than 1,000 team members serving in a dozen countries, working together with local people to make a difference,” said Matt Wilkie, Senior Director of Field Teams. “We’re thankful for team members, each of whom are filled with compassion, work hard, and take time to serve.”

In 2019, Field Teams served areas within the U.S. and Puerto Rico, as well as communities in Tanzania, Haiti, the Philippines, El Salvador, Honduras, Slovakia, Moldova, Nicaragua, Belgium, France, and Spain.

25 - YEAR DONORS HONORED

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CONVOY OF HOPE ADDS NEARLY 100,000 TO CHILDREN’S FEEDING PROGRAM

The Children’s Feeding initiative at Convoy of Hope saw dramatic growth in 2019. Currently, Convoy of Hope serves more than 300,000 children in 18 countries through its strategic feeding initiative.

“Our significant increase in one year is a great example of how Convoy of Hope’s intentionality creates an economy of scale and enables us to produce sustainable results that match the generosity of our donors,” said Heath Adamson, Convoy of Hope’s Chief of Staff. “Our president has always said that once we reached 200,000 in Children’s Feeding, 1 million would be within reach.”

In 2018, Convoy of Hope announced it was feeding more than 200,000 children in 14 countries.

NFL PARTNERSHIPS BRING HOPE TO COMMUNITIES

Convoy of Hope teamed up with the Pittsburgh Steelers and the Carolina Panthers at two different events during the holiday season.

More than 500 guests attended the Steelers’ event, and more than 900 attended the Panthers’.

“It’s a privilege for Convoy of Hope to work alongside NFL teams and D-1 schools,” said Vice President of Community Events Michael Redmon. “The guests will remember the interaction with the players and how valued it made them feel for some time.”

Convoy of Hope partnered with the teams to serve families and low-income communities during the holiday season.

U.S. PROGRAMS BREAK RECORDS

Convoy of Hope’s U.S.-based programs saw growth in 2019.

“We were honored to serve each of our guests at our Community Events, disaster responses, or through training rural community leaders to better serve their cities,” said Kary Kingsland, Senior Vice President of U.S. Program.

Community Events set records in the number of events it held (104), the number of cities it served (102), the number of guests who attended events (139,802), the number of volunteers (30,276), and the number of partnering churches and organizations (3,047).

Disaster Services broke its response record this year with 24 responses. Several of those disasters, such as the response to Hurricane Dorian, have continued into 2020.

Our Rural Compassion Initiative also partnered and trained 749 churches in 2019.
YEAR IN REVIEW

DISASTER SERVICES

DOMESTIC

11,290,751
POUNDS OF PRODUCT

503,764
INDIVIDUALS SERVED

2,348
VOLUNTEERS

24
NEW RESPONSES

INTERNATIONAL

7,429,405
MEALS DISTRIBUTED*

459,637
INDIVIDUALS SERVED*

23
NEW RESPONSES

*As of February 7, 2020.
INTERNATIONAL PROGRAM

300,245
CHILDREN IN STRATEGIC FEEDING PROGRAMS

44,986,023
TOTAL MEALS SERVED

37,494
VOLUNTEERS

9,043
WOMEN EMPOWERED

6,607
INDIVIDUALS ENGAGED IN AGRICULTURE TRAINING

1,513
COMMUNITIES SERVED

18
PROGRAM COUNTRIES
U.S. COMMUNITY EVENTS & RURAL COMPASSION INITIATIVES

343,194
INDIVIDUALS SERVED

30,276
VOLUNTEERS

38,847
PAIRS OF SHOES DISTRIBUTED

182,198
BAGS OF GROCERIES DISTRIBUTED

4,821
PARTNER CHURCHES & ORGANIZATIONS

3,456
BACKPACKS DISTRIBUTED

749
CHURCHES TRAINED
JOIN THE
GO ON A TRIP
Your group can serve on a Field Team to show the world “Hope Works.” Email teams@convoyofhope.org to learn more about how you can make a lasting impact by working with Convoy of Hope in the field. Be sure to check out convoyofhope.org/teams for upcoming opportunities.

Service areas include:
- Togo
- The Bahamas
- Wichita, Kansas
- Iberia, Missouri
- Keshena, Wisconsin
- Puerto Rico
- Nicaragua
- Spain
- Honduras
- Mississippi Delta Region
- Appalachia Region
- And more!

VOLUNTEER WITH US
Our Community Events couldn’t happen without dedicated volunteers. If you’re looking for a way to make a tangible difference in your community, connect with us and serve at a 2020 Community Event near you!

May
- Everett, Washington
- Baltimore, Maryland

June
- Tulsa, Oklahoma
- Des Moines, Iowa

July
- Evansville, Indiana
- Wichita, Kansas

August
- Detroit, Michigan
- Beckley, West Virginia
- Chicago, Illinois
- Lafayette, Indiana

September
- Kansas City, Missouri
- Cleveland, Ohio
- Santa Fe, New Mexico

October
- Grand Junction, Colorado
- Yuma, Arizona

November
- Albuquerque, New Mexico

Visit convoy.org/events for more information on these and other upcoming events.
EDITORIAL BOARD (EB): When we say, “We are delivering hope,” what does that actually look like? What does that mean?

When I think of hope, I think of the belief that things can be better than they are. It’s the feeling that it’s worth living another 10 minutes, another 10 days, because things can get better.

Hope is the essence of life, but it’s also a currency God intended to be spent. It’s not something to hoard. And the currency of hope can be food. It can be a handshake. A smile. It can be holding someone who’s lost a loved one. The more you give away, the more hope you’re going to have.

continued on page 20
OUR HISTORY IS
YOUR HISTORY
GUATEMALA
Convoy of Hope has a strong history with Guatemala because of our response to natural disasters. With a population of nearly 17 million people,1 Guatemala has some of the highest rates of malnutrition in the world. Convoy of Hope is addressing this need by establishing Children’s Feeding and Women’s Empowerment programs throughout the country.

1World Food Programme_Guatemala Country Debrief_November 2019
2Togo USAID Country Brief_June 2019

BURKINA FASO
Our launch into Burkina Faso will meet urgent needs in West Africa. Our Children’s Feeding, Women’s Empowerment, and Agriculture programs will have an immediate impact in rural areas.
BANGLADESH

In 2019, Convoy of Hope launched in Bangladesh through an exciting new partnership. Bangladesh is the most densely populated country in the world with nearly 163 million people, and one third of the population is under the age of 15.³ We will be serving the children and families in Bangladesh for years to come.

TOGO

Togo is a small country in comparison to some of its West Africa neighbors. With a 53.5% poverty rate and 69% of rural households facing severe food insecurity, the pressing need could not be overlooked.² Convoy of Hope decided to launch our first feeding program there in 2019. We’re pleased to expand the capacity of families and communities in Togo in the months ahead.
EB: You've spoken about the importance of humility at Convoy of Hope. When you envision a humble organization, what does that look like?

It's very easy for a business or an organization to oversell their successes and minimize their weaknesses. In the quest to highlight success and engage more people, it doesn't take much to move from a place of humility to a place of arrogance. So, at Convoy of Hope, we work very hard at being authentic.

Humility is also about being grateful. Being thankful to our partners and to God for what has been entrusted to us and not to take that for granted. Gratitude breeds humility. You realize everything doesn't depend on you. Much of what happens depends on the goodness and the faith of others.

I also believe that everyone in leadership, regardless of what level, has to model humility for the people that work with them. Sometimes, I think we mistake arrogance and pride for strength. At Convoy of Hope, we recognize that true strength displays a level of humility and meekness.

EB: What scares you the most?

My greatest fear is that we would not be found trustworthy for any reason. I think it’s one of the reasons we work so hard at doing things with integrity and transparency. We know the more we’re trusted, the more people we’re going to be able to help. And, at the end of the day, that’s why we’re here.

EB: Is there any advice you wish you had received earlier in life?

Yes — the value of persevering. When I was younger, I expected success or growth to happen overnight. I wish I had been told that this was going to be a life-long journey. And it wasn’t going to be a series of big decisions. It was going to be countless small decisions, daily decisions, that would ultimately lead to greater effectiveness and efficiency.

EB: What separates Convoy of Hope from other organizations? What makes us different?

I can’t tell you what other organizations do. I don’t keep score on them. They’re not competitors. But we do keep score
of ourselves, and our partners hold us accountable to make sure we are doing what we say we’re going to do. That’s why we strive to operate with a high level of integrity and transparency. For example, we don’t sell donor information. We don’t exaggerate our successes. Instead, we speak about our accomplishments in an honest way. And we hand-deliver goods. We don’t just “dump and leave” when it comes to providing aid in a community.

EB: Convoy just celebrated its 25th anniversary. What’s the biggest hurdle for Convoy in the next 25 years?

As our organization grows and our reach expands, we have to ensure that the people who are doing the work are driven by compassion. That they are people who are living out the mission on a personal level. I’m not just talking about what a Convoy of Hope representative does on the job — I’m talking about asking, “Is Convoy of Hope a reflection of who they are?” The hearts of the people delivering the aid and administering the care have to be in the right place. It has to be out of a place of compassion for the recipients as opposed to just doing a job. That may become a challenge the larger we get. But the giving is a byproduct of the living. Giving is a result of what’s in your heart. What we do at Convoy of Hope can’t become just another business or another transaction. It really is giving from the heart.

EB: If you could meet every single person we serve — every mom, every child, every family at a Community Event — and say something to each of them, what would that be?

Two words: “You matter.” Regardless of their socioeconomic condition or their status in the world, “You matter.” As long as we keep that as our motto, there’s no limit to what can be accomplished in the U.S. and around the world.

Want to hear more from Hal Donaldson? Visit convoy.org/hqinterview to watch the rest of his interview.
FEED the WORLD
AND THEY’LL KEEP CHANGING IT
Thank you for your generosity. All gifts are tax-deductible as allowed by law.
LEARN ABOUT CONVOY
**WOMEN’S EMPOWERMENT**

When women are given the opportunity to generate income, it impacts the economic standing of their families and communities. We partner with women to help develop sustainable resources which they can leverage to make more strategic, independent life choices.

**AGRICULTURE**

Food security transforms communities by lifting people out of dependence on others for their daily sustenance. Through our Agriculture program, we equip vulnerable farmers and their families with the skills, tools, and seeds to produce life-sustaining crops. Local farmers harvest many meals each year for our Children’s Feeding program, which simultaneously generates income for them.

**RURAL COMPASSION INITIATIVE**

Poverty and hunger have gained a devastating edge in America’s rural communities. Through this initiative, we resource, empower, and partner with rural churches through training, mentoring, and coaching. We believe their increased presence and partnership with local leaders help strengthen and enrich their communities.

**COMMUNITY EVENTS**

Communities are the heart of counties, states, and nations. Convoy of Hope is committed to working with local volunteers, businesses, agencies, churches, and organizations who believe in building stronger communities through generosity and kindness. At our Community Events, we partner with such entities to provide free groceries, health and dental screenings, haircuts, family portraits, veterans services, hot meals, career service training, and much more to those who may not have the means to access these resources themselves.

**DISASTER SERVICES**

Convoy of Hope’s Disaster Services team is consistently among the first to respond to disasters at home and around the world. Highly regarded for our scalable response and distribution model, we utilize our eight international warehouses, four domestic warehouses, a specialized disaster response fleet, and a highly-trained team of staff and volunteers to respond to disasters quickly and effectively.

**CHILDREN’S FEEDING**

A nutritious meal opens doors to providing children and their families with education, job and agriculture training, a sense of hope, and greater opportunities. We believe children are essential members of their communities. As future leaders, they’ll have the opportunity to one day bring positive change to their countries by breaking the cycles of poverty and hunger. We use regular meals in schools as a starting point to build and support thriving communities.
As you update your will or complete your estate plan, it’s important that your beneficiaries model the same values as you — and that your bequests make the impact you intend them to make.

That’s why including Convoy of Hope in your will or estate plan is a solid choice. We’re an organization with a proven 25-year track record of accomplishing charitable works in accountable and cost-effective ways. Our financials show we efficiently use the resources invested by friends like you to help people in need, especially during natural disasters and other emergencies.

We partner with FEMA and are members in good standing with Charity Navigator, GuideStar, Accord Network, National Voluntary Organizations Active in Disaster, and the Evangelical Council for Financial Accountability (ECFA).

By investing through Convoy of Hope, you’ll have the joy of knowing your gift helps continue and our mission build upon the legacy of compassion you’ve already established.

Options for including Convoy of Hope in your will or estate plan are many, varied, and worth exploring. For more information on these and other options, please contact Dan Clopine at dclopine@convoyofhope.org today.
This photo was given the title “Photo of the Year” by readers who are also signed up to receive text messages from Convoy of Hope.
PARTNERSHIP MAKES THE DIFFERENCE

Without the support of our incredible partners, Convoy of Hope would cease to exist. We’re humbled every year by the generosity of those who stand with us, and last year was no exception. We’d like to thank all of our partners for their commitment to alleviating poverty and supplying hope to the world.
## EXECUTIVE LEADERSHIP TEAM

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
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<tbody>
<tr>
<td>Hal Donaldson</td>
<td>President</td>
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<tr>
<td>Keith Boucher</td>
<td>Senior Vice President &amp; Chief Operations Officer</td>
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<tr>
<td>Kregg Hood</td>
<td>Senior Vice President &amp; Chief Business Officer</td>
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<tr>
<td>Heath Adamson</td>
<td>Chief of Staff</td>
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<tr>
<td>Roger Flessing</td>
<td>Chief Communications Officer</td>
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<tr>
<td>Rick Waggoner</td>
<td>Vice President of Development</td>
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<tr>
<td>Kirk Noonan</td>
<td>Chief Innovation Officer</td>
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<tr>
<td>Kary Kingsland</td>
<td>Senior Vice President of U.S. Program &amp; Disaster Services</td>
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<td>Dan Clark</td>
<td>Vice President of Partner Development</td>
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<td>Terry Hoggard</td>
<td>Vice President of International Program</td>
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<td>Erick Meier</td>
<td>Vice President of Supply Chain</td>
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<td>Kimarie Page</td>
<td>Vice President of Development Resources</td>
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<td>Tammy Raby</td>
<td>Vice President of Human Resources</td>
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<tr>
<td>Michael Redmon</td>
<td>Vice President of Community Events</td>
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<td>Randy Rich</td>
<td>Vice President of Administration</td>
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<td>David Rogers</td>
<td>Vice President of Partner Relations</td>
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## BOARD OF DIRECTORS

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<tr>
<th>Name</th>
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<tr>
<td>Brad Rosenberg</td>
<td>Chairman</td>
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<tr>
<td>Court Durkalski</td>
<td>Vice Chairman</td>
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<tr>
<td>Dr. Bradley Trask</td>
<td>Secretary</td>
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<tr>
<td>Scott Howard</td>
<td>Treasurer</td>
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<td>Dr. Tom Carter</td>
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<td>Dr. Aaron Cole</td>
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<td>David Cribbs</td>
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<td>Dominick Garcia</td>
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<td>Ed Garvin*</td>
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<td>Dr. Nick Garza</td>
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<td>Scott Howard*</td>
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<td>Dr. Sam Huddleston</td>
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<td>Randy Hurst</td>
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<td>Cheryl Jamison</td>
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<td>Klayton Ko</td>
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<td>Kay Logsdon</td>
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<td>Ted Lung*</td>
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<td>Greg Marquart*</td>
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<tr>
<td>Sherilynn Tounger</td>
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<tr>
<td>Dishan Wickramaratne</td>
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<td>Kirk Yamaguchi</td>
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## AMBASSADORS

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<tr>
<td>Kevin Jonas</td>
<td>Honorary Chair</td>
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<td>Dr. Don Argue</td>
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<td>Ambassador Tony Hall</td>
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<td>Mike McClaflin</td>
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<td>Dr. Thomas Trask</td>
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*Members of the Convoy of Hope Foundation Board.*
**Total Revenue Breakdown**

**Cash & Gifts-In-Kind**

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<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019*</th>
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<td>Public Contributions</td>
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<td>Other Income</td>
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<td>0.9</td>
<td>2.6</td>
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<td><strong>Total Revenue</strong></td>
<td><strong>130.9</strong></td>
<td><strong>139.4</strong></td>
<td><strong>178.0</strong></td>
<td><strong>180.0</strong></td>
<td><strong>199.3</strong></td>
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*2019 unaudited numbers.

**The unaudited totals for 2017 were published in the print version of the 2018 Annual Report. The totals that appear in the digital version and in this report are current. Also, 2017 cash contributions include donations from major disasters.**
DELIVERING HOPE FOR 25 YEARS